

OXLEY CREEK CATCHMENT ASSOCIATION Inc *(OCCA)*



STRATEGIC PLAN 2018 – 2022

| Version | Date | Person | Changes | Approval Status |
|----------------|----------------|----------------------|--------------------------------------|---------------------------|
| 5 | September 2018 | Management Committee | Final edits & priorities | Approved by MC 11/09/18 |
| 6 | February 2021 | Management Committee | Updates to goals, KPIs and positions | Approved by MC 09/02/2021 |
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**OXLEY CREEK CATCHMENT ASSOCIATION (OCCA)
STRATEGIC PLAN 2018 – 2022**

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| MISSION | To protect and enhance the natural environment and resource values of the Oxley Creek Catchment by partnering, advocating, educating, and participating in catchment management. |
| OBJECTIVES | <ul style="list-style-type: none"> ● Partner with community organisations, businesses, industries and governments to further the mission of the Association ● Advocate sustainable land-use and conservation practices needed in the catchment recognising the interactions between land, waterways, vegetation and wildlife ● Educate the community of residents, businesses, public institutions (including schools) and governments in the sustainable land-use and conservation practices needed in the catchment, recognising the interactions between land, waterways, vegetation and wildlife ● Foster community participation in catchment management activities. |
| GOALS | <ul style="list-style-type: none"> ● Increase participation in OCCA programs – CreekWatch, Education, Corporate Volunteering ● Develop an annual OCCA budget by October each year ● Develop and maintain a list of potential on-ground priority projects ● Develop an annual Funding Plan ● Develop a Marketing and Communications Plan ● Develop a Volunteer Management Plan ● Develop a Professional Development plan for staff and volunteers ● Review the Education Program and resource materials for schools annually ● Develop a strategy to re-engage OCCA membership ● Attain 1000 ‘likes’ on Facebook by December 2020 ● Host 8 community events per year (including those associated with projects) ● Implement the Biodiversity Services Business Plan ● Develop and implement a Business Plan for the Nursery ● Engage 4 new companies in corporate volunteering days |
| VALUES | Integrity Trust Professionalism |
| BACKGROUND | <p>OCCA was established in 1996. It was incorporated in 1997 and has DGR status.</p> <p>OCCA currently employs both full-time and casual staff to support office administration, industry programs, education programs, environmental monitoring and a social enterprise providing a natural area restoration and maintenance service.</p> <p>OCCA is managed by an elected Management Committee drawn from members.</p> <p>OCCA was formed to raise awareness of the issues facing the Oxley Creek catchment. Community awareness is encouraged by media, educational and</p> |

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| | <p>on-ground programs involving schools, businesses, government agencies and the local community.</p> <p>Oxley Creek is 70km long, of which about 11km is tidal and the remainder is freshwater. The Oxley Creek catchment covers an area of 260km² across Ipswich, Brisbane and Logan Council areas.</p> <p>OCCA is the only organisation addressing environmental issues across the entire Oxley Creek catchment. OCCA embraces involvement from all age groups. Students and conservation volunteers provide additional support.</p> | | |
| PRIORITIES | <p>Education Programs – schools, tertiary institutions, Corporate volunteers, Nursery</p> <p>On-ground work – CreekCare, Tuesday Common Carers, grant-funded projects, Biodiversity Services</p> <p>Partnerships – CreekWatch</p> | | |
| STRENGTHS | <ul style="list-style-type: none"> ● Dedicated staff ● Dedicated volunteers ● Local government support ● Practical native revegetation, weed control and eradication expertise and experience of OCCA’s CreekCare volunteers, Tuesday Common Carers and Biodiversity Services. | | |
| WEAKNESSES | <ul style="list-style-type: none"> ● OCCA takes on too much ● Lack of marketing/communication resources and expertise ● Oxley Creek catchment takes in a very large and diverse area. It may be that this catchment might be better managed in regions based on the two main Local Authorities in the catchment. (Brisbane City Council and Logan City Council) ● OCCA has no reliable funding income and is currently overly reliant on grant funding. ● Lack of succession planning. ● Lack of documentation of policies, processes and protocols | | |
| OPPORTUNITIES | <ul style="list-style-type: none"> ● OCCA is the only organisation working at all community levels across the Oxley Creek catchment. ● Collaborate with Oxley Creek Transformation Pty Ltd to help address priority issues. ● Partnerships. ● On-ground restoration expertise and experience ● Promotional marketing of Biodiversity Services. | | |
| CONSTRAINTS AND CHALLENGES (THREATS) | <ul style="list-style-type: none"> ● Reduced, uncertain, unknown and sometimes restricted government funding. ● No permanent ‘home’ or centre to focus OCCA’s work, store equipment and hold workshops and training activities. ● No regular, reliable income stream or funding strategies. ● Limited and aging membership and volunteers ● Limited communication and marketing skills ● Overworked staff | | |
| RISK MANAGEMENT | RISK | ACTION | RESPONSIBLE |
| | Reduced | Reduce non-essential expenses | Management |

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| | funding | Diversify funding sources Develop an income stream. (e.g. marketable 'products'/skills/ services. | Committee |
| | Reduced volunteers | Enticing marketing campaign Training/induction programs | Management Committee |
| | Break –in / damage to property or vehicles | Review and improve security Take out insurance | Management Committee |
| | Inability to attract Committee members | Identify potential people and contact people personally Contact relevant associations e.g. CPA, Institute of Company Directors etc. | Management Committee |
| | Succession planning | Use shadowing techniques and sharing of tasks to encourage understanding of the tasks and lightening the work load. | Management Committee |
| ACTION AREAS | <p>Partnerships</p> <p>Schools</p> <ul style="list-style-type: none"> Work with schools, teachers, and school communities on educational programs and key restoration projects within school sites, in local areas and in classrooms. <p>Industry</p> <ul style="list-style-type: none"> Rejuvenate the CreekWatch Program Engage 4 new companies in corporate volunteering days Encourage 2 businesses and their staff members in direct contact with Oxley Creek to take responsibility for their creek riparian zone (removing litter, weeding, planting, caring for plantings) <p>Universities</p> <ul style="list-style-type: none"> Maintain and develop relationships with Griffith, UQ and QUT to provide 4 projects/internships annually. <p>Local, State and Federal governments</p> <ul style="list-style-type: none"> Increase partnership projects with Logan City Council Work with Brisbane City Council's Oxley Creek Transformation Look to promote successful projects to other Councils (Ipswich, Redlands etc.) <p>Other organisations</p> <ul style="list-style-type: none"> Work with Conservation Volunteers Australia as per the partnership agreement. Develop an agreement with B4C Environmental Services | | |
| | <p>Advocacy</p> <ul style="list-style-type: none"> Provide considered input/ submissions to key local and regional planning initiatives, legislation and proposals that directly affect Oxley Creek and/or its tributaries. | | |
| | <p>Education</p> <ul style="list-style-type: none"> Develop display resources to help raise awareness of OCCA's | | |

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| | <p>programs and Oxley Creek's environmental issues e.g. need for healthy waterways, litter abatement, habitat enhancement and extensions of corridors.</p> <ul style="list-style-type: none"> ● Give presentations to community organisations ● Develop a Business Plan for the OCCA Nursery including income from workshop and training programs and plant sales. ● Package school educational resources into modular packages including syllabus linkages |
| | <p>Participation</p> <ul style="list-style-type: none"> ● Develop an OCCA Volunteer Management Plan to promote and increase OCCA volunteers and volunteer activities. ● Celebrate OCCA volunteers with activities including regular BBQs. |
| | <p>Marketing</p> <ul style="list-style-type: none"> ● Update resource material ● Promote OCCA's expertise and services for: <ul style="list-style-type: none"> ○ Educational institutions ○ General public/ local residents ○ Industry/business ○ Governments ○ Community organisations (churches, clubs, etc.) |
| | <p>Communication</p> <ul style="list-style-type: none"> ● Organise 5 General Meeting talks per year (including AGM) ● Increase Facebook, Instagram and Youtube use. ● Update the OCCA website to feature OCCA events ● Continue monthly email newsletters ● Promote OCCA, at every opportunity, through local newspapers, radio, TV etc. ● Develop media content (Facebook, website, Instagram) and media releases on project/program at key stages particularly on completion |
| | <p>Fundraising</p> <ul style="list-style-type: none"> ● Develop a Fundraising Plan including grants and other income streams (BBQs, saleable products and services, crowd-funding etc.) |
| | <p>Professional development</p> <ul style="list-style-type: none"> ● Develop a plan to provide professional development support for staff and volunteers |
| | <p>Governance</p> <ul style="list-style-type: none"> ● Consider Executive (President, Deputy-President, Secretary, Treasurer, Executive Officer) meeting between Management Committee meetings when necessary to make decisions re grant applications, projects, etc. |
| | <p>Review</p> <ul style="list-style-type: none"> ● Review Strategic Plan annually ● Review performance of Management Committee annually ● Review performance of Executive Officer annually |

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| | <ul style="list-style-type: none">● Review performance of paid staff annually● If necessary, develop improved strategies, initiatives and new directions from these reviews. |
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FOCUS AREAS ACTION PLAN

| PARTNER | | | | | | |
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| OBJECTIVE | ACTION | KPI | END | RESPONSIBILITY | BUDGET | PRIORITY |
| Be ready to meet requests for potential projects with shelf ready projects | Develop a list of OCCA priority on-ground projects | Respond to information requests or grant applications within deadline | Ongoing | Program Manager | \$0 | H |
| Establish Biodiversity Services as a profitable commercial social enterprise | Implement the Biodiversity Services Business Plan | Biodiversity Services profitable from December 2016 | December 2018 | Biodiversity Services Manager | \$0 | H |
| Ongoing assistance with projects | Maintain and develop relationships with Griffith, UQ and QUT | 4 projects/interns annually | Ongoing | Managers | | H |
| Support for OCCA projects | Work with the Oxley Creek Transformation Pty Ltd to implement projects to improve Oxley Creek corridor | A new Catchment Centre | Ongoing | Management Committee | | H |
| Standardise process and ensure that all requirements are met | Develop a protocol/process for making grant applications | Respond to grant applications within deadline | December 2020 | Program Manager | \$0 | M |
| Ensure CreekWatch Program meets partner needs | Rejuvenate the CreekWatch Program | At least 3 CreekWatch partners attend each meeting | December 2020 | Partnerships Manager | \$0 | M |
| Develop closer relationship with Logan City Council | Continue project with Logan City Council | Additional landholders engaged in Crewes Creek project | Ongoing | Program Manager | | M |
| Develop closer relationship with B4C | Develop an agreement with B4C | Increase in shared knowledge | Ongoing | Biodiversity Services Manager | | M |
| Ongoing corporate support for projects | Engage 4 new companies in Corporate Volunteering days | 4 companies engaged by December 2017 | Ongoing | Partnerships Manager | | M or L |

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| Develop closer relationships | | | | | | |
| ADVOCATE | | | | | | |
| OBJECTIVE | ACTION | KPI | END | RESPONSIBILITY | BUDGET | |
| Ensure that proposals are aware of impacts on Oxley Creek, tributaries and surrounds | Provide considered input/submissions to key local and regional planning initiatives and proposals that directly affect Oxley Creek and/or its tributaries | Comments submitted within deadline | Ongoing | Program Manager, Management Committee | \$0 | H |
| EDUCATE | | | | | | |
| OBJECTIVE | ACTION | KPI | END | RESPONSIBILITY | BUDGET | |
| Establish accepted Schools Education Program that meets school needs and aligns with curriculum requirements | Review and update Schools Education Program | Double current uptake by schools | March 2021 | Partnerships Manager | | H |
| Develop a self-funded nursery | Develop a Business Plan for the OCCA Nursery including income from workshop and training programs and plant sales. | X workshops X stems available for members and community X stems available for Biodiversity Services and Bushcare groups | December 2021 | Nursery Coordinator Program Manager Biodiversity Services Manager | | H |
| Improve branding | Develop 'common/template' material | Aligns with OCCA branding | March 2021 | Partnerships Manager | | M |
| Meet student/school needs | Infill gaps in school resource material | Aligns with curriculum | Ongoing | Partnerships Manager | | M |
| | Develop display resources to help raise awareness of Oxley Creek's environmental issues | | Ongoing | Managers | | M |

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| | e.g. need for healthy waterways, litter abatement, habitat enhancement and extensions of corridors. | | | | | |
| Relevant material | Revise OCCA resource material for schools to align with the curriculum. | Aligns with curriculum | Ongoing | Partnerships Manager | | M or L |
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| PARTICIPATE | | | | | | |
| OBJECTIVE | ACTION | KPI | END | RESPONSIBILITY | BUDGET | |
| Improve membership benefits | Develop a strategy to re-engage members | Increase membership to 100 by December 2018 | December 2018 | Management Committee | | H |
| Host 8 community events per year | Organise community events associated with projects or 'days' e.g. Clean up Australia Day, World Environment Day | >20 attendees at each event | Ongoing | Partnerships Manager, Program Manager | | M |
| Manage and coordinate volunteer involvement in OCCA events and activities | Obtain a Volunteer Manager | Increased assistance for volunteers | December 2018 | Management Committee | | M |
| Promote and increase OCCA volunteers and volunteer activities. | Revise the OCCA Volunteer Management Plan | Increased assistance for volunteers | December 2018 | Management Committee | | M |
| Recognise volunteers | Celebrate OCCA volunteers with activities including regular BBQs. | Increased attendance at BBQs | Ongoing | Management Committee | | M or L |

MARKETING AND COMMUNICATION PLAN

| OBJECTIVE | ACTION | KPI | END | RESPONSIBILITY | BUDGET | PRIORITY |
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| Raise awareness of Oxley Creek issues and OCCA activities | Develop a Marketing and Communication Plan | Increase membership | Ongoing | Managers Management Committee | | H |

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| Include known annual events | Develop and publicise on the OCCA website a 2 monthly rolling list of all known OCCA events (including dates, times, places). | Increased community involvement | Ongoing | Managers | | H |
| Provide information to the community | Monthly email newsletters | Increased email list | Ongoing | Management Committee | | H |
| Raise awareness of OCCA projects | Develop articles on each project/program at key stages as part of each project plan | Increased awareness of OCCA projects | As per project stages | Managers | | H |
| Raise awareness of Oxley Creek issues and OCCA activities | Weekly posts to Facebook and Instagram and additional posts to facebook as necessary e.g. post storms, flooding, etc | Achieve 750 likes/followers on Facebook by December 2020 | Ongoing | Managers, Management Committee | \$0 | M |
| Obtain professional assistance | Obtain a Communications and Marketing Officer | Plan addresses OCCA's needs | Ongoing | Management Committee | | M |
| Ensure that website is up to date, particularly in relation to OCCA events | Regularly update and improve the OCCA website. | Provide up to date information for the community | Ongoing | Managers, Management Committee | | M |
| Raise OCCA profile | Promote OCCA at every opportunity, through local newspapers, radio, TV etc. | Increase in Facebook likes and articles about OCCA projects | Ongoing | Management Committee Managers | | M |
| Raise OCCA profile | Liaise with local media to provide regular coverage of OCCA activities and/or other issues | Increase awareness of OCCA projects | Ongoing | Managers, Management Committee | | M |

FINANCIAL PLAN

| OBJECTIVE | ACTION | KPI | END | RESPONSIBILITY | BUDGET | PRIORITY |
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| Reduce/eliminate non-essential spending Allocate available and | Develop an annual budget | Stay within budget | October each year | Treasurer, Managers Management | | H |

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| expected income and expenses | | | | Committee | | |
| Ensure appropriate funding to meet OCCA needs | Develop a Funding Plan | Income meets OCCA needs | December each year | Management Committee, Managers | \$0 | H |
| Seek funding options | Identify and apply for available grants | Obtain sufficient grant funding to cover staff and program costs | Ongoing | Managers, Management Committee | \$0 | H |
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PROFESSIONAL DEVELOPMENT PLAN

| OBJECTIVE | ACTION | KPI | END | RESPONSIBILITY | BUDGET | PRIORITY |
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| Increase staff health and safety skills | Update or maintain First Aid credentials by taking relevant courses | Ensure OCCA is equipped to handle medical issues | Ongoing | Managers | | H |
| Increase staff skills to meet operational needs | Identify staff training needs | Staff provided with skills to undertake work | Ongoing | Managers | | M |
| Keep within budget | Identify and cost relevant courses, workshops, seminars etc for staff | Staff provided with skills to undertake work | Ongoing | Managers | | M |
| Increase volunteer skills | Identify core volunteer training needs | Meet OCCA project needs | October each year | Managers | | M |
| Identify staff and volunteer's skill needs to meet OCCA work activities | Develop a Professional Development Plan for staff and volunteers | Staff and volunteers provided with skills to undertake necessary work and enhance careers | October each year | Managers | | M |
| Increase staff skills to meet operational needs | Allocate funding in budgets to professional development for staff and volunteers | Staff provided with skills to undertake work | October each year | Managers | | M |
| Increase staff skills to meet operational needs | | | | Managers | | |